Course Syllabus
IMS 6360.0W1
Jindal School of Management
The University of Texas at Dallas

| Course Info | Tech Requirements | Access & Navigation | Communications | Resources |
Assessments | Academic Calendar | Scholastic Honesty | Course Evaluation | UTD Policies |

Course Information

Course

Course Number/Section   IMS6360.0W1
Course Title   INTERNATIONAL STRATEGIC MANAGEMENT
Term and Dates   Summer—2016 (Mon., May 23 – Mon., Aug. 08)

Professor Contact Information

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(Please see "Communications & Interaction with Instructor" section further below.)

About the Instructor

I am pleased that you are in this section of International Strategic Management course, and I look forward to working with you in our online classroom. I want you to always keep in mind that I am here to ensure that this is an informative, encouraging, and cordial learning environment for all of us.

A little on my background – I have a Bachelor of Science degree in Management, an M.B.A. in Business Management, and an M.A. in International Management. I had worked for various companies ranging from a small export trading firm, and a mid-size high-tech manufacturer to a large paper mill. Some of the previous titles I held at these organizations were International Operations Manager and Global Logistics Manager. At my current position, I am in charge of international logistics of a large kraft paper manufacturer with overseas shipments of approximately fifteen thousand containers a year. In addition, I had previously participated as members of various international business roundtables, and export advisory boards of professional and educational institutions. Majority of my academic experience includes on-campus instruction in international business and business management related courses since 1998. My online teaching started with this course back in 2002, and it has picked up pace since 2010 with a few other online academic endeavors. My personal interests are travel, arts, reading, and sports. As far as sports go, I must admit that I am a fan of soccer (the *real* football that is) and track-and-field. My wife and I reside in the beautiful port city of Charleston, SC. I had lived in and around Dallas, TX for about 20 years before moving to the Carolinas around 2008.

On a closing note, as we discuss international management and other global strategic issues, we will understand the dynamics of this very relevant subject and how it influences every aspect of our lives. Having met people from all regions of the World who moved to foreign places, I like to ask my students how ready they are to leave their familiar, native places and move somewhere else to earn a living where they are a complete stranger while adapting to different cultural and social norms that may challenge their own principles. This may be what awaits most of us…

"A merchant has no country!" (Thomas Jefferson, 1743-1826)

Course Pre-requisites, Co-requisites, and/or Other Restrictions
IMS 6204 – Global Business

Course Description
This course examines the strategic challenges that multinational firms face. Some of the issues that will be discussed include: managing across national boundaries; overlooking international joint ventures and strategic alliances;

handling headquarters-subsidiary relationships; and developing global capabilities.
(*3 semester hours*)

Course Introduction
*"To many, the attraction of the field of international business management lies in its **constant change**—the new global strategic imperatives, the new transnational organizational demands. But some old international hands insist that beyond all the hype, the basic tasks of cross-border management remain much as they have always been— understanding one's host country environment, being sensitive to cross-cultural differences, and being able to manage operations separated by the barriers of distance language, time, and culture."* (Bartlett and Ghoshal, 2004)

Hello everybody!

I usually repeat above somewhat old quote because it reflects not only the current complexities, but also the often overlooked, common-sense simplicities of today's global business.

As your instructor, it is my intention to provide you with an educational challenge while assisting you in understanding today's very dynamic global business environment whether you believe in the new global business imperatives or subscribe to what ~~old~~ *international hands insist*." I will add as much as I can from my own international business experience and I want those of you with similar backgrounds to do the same. This course provides international management students with the added complexities and issues of conducting business outside a company's home country. In this course, we will analyze management considerations for expanding and operating business internationally, and the implications for strategic planning.

Best wishes and good luck!
Kurt Siklar

Student Learning Objectives/Outcomes
This course focuses on how Multinational Firms operate in a global economy. It tries to help the student understand the management challenges associated with developing strategies and handling the operations of companies whose activities stretch across national boundaries.

This course initially introduces the student to prevailing terms and concepts surrounding the complex activities of today's Multinational Enterprises (MNEs) laying down the theoretical foundation. Discussions on various real-life cases will then help the students build upon this theoretical groundwork and form their perspectives in understanding MNEs. The group project will then assist students in putting various theories in to practice concentrating on all aspects of MNEs.

The topics covered range from motivations and mentalities underlying MNEs to their organizational and managerial concerns. Special attention is paid to the competitive and collaborative challenges surrounding MNEs to better understand how such firms form various alliances in certain markets yet stay as competitors in others. Being mostly snapshots of certain events, the case studies may appear static about this very dynamic issue. Hence, the instructor strongly encourages students not to restrict themselves with the textbook and update themselves with current readings about MNEs and bring their own experience to on-line discussions to broaden our horizons.

The students will follow an evolutionary trail through the important facets of global business strategies, giving them a special appreciation for the varied influences on successful business ventures. Further, it is very important that the students have a clear understanding of the functions of the organization that are unique to an MNE. While not intended to be an all-inclusive treatise into all activities involved in conducting international business, the course is designed so the students can gain useful, pertinent working concepts as to the best means of developing and implementing a successful international strategic plan. The students will realize that previously successful organizational domestic strategic plans are not applicable in today's international arena, and each country considered for entry requires its own specific strategic plan. Finally, the students will appreciate that some global business strategies are *home*-country specific and, in order to be successful, the international business people must —d their *homework*!"

Required Textbooks and Materials
Required Texts
Transnational Management—Text, Cases, and Readings in Cross-Border Management, Bartlett, C.A., Beamish, P.W., 7*th* edition, ©2014, Mcgraw-Hill. ISBN 978-0-07-802939-4

Textbooks and some other bookstore materials can be ordered online through Off-Campus Books or the UTD Bookstore. They are also available in stock at both bookstores.

Other resources and tools
Students are strongly encouraged to review various on-line and published sources on MNEs. UTD offers an excellent library with subscriptions to an invaluable array of business databases, journals, and other media that can be accessed on-line by students. Students may remotely access the UTD Library Reference database. See information at: http://www.utdallas.edu/library/distlearn/disted.htm

Course Policies
Please see below statements on specific guidelines and submission deadlines under each assessment item. **Late submissions and make-up exams are not allowed. No opportunity for extra credit will be made available!**

Class Participation
Students are required to log in regularly to the online class site. The instructor will use the tracking feature in eLearning to monitor student activity. Students are also required to participate in all class activities such as discussion board activities, chat and web conference sessions (if any are required) and group projects.

Virtual Classroom Citizenship
The same guidelines that apply to traditional classes should be observed in the virtual classroom environment. Please use proper netiquette when interacting with class members and the professor.

Policy on Server Unavailability or Other Technical Difficulties
The university is committed to providing a reliable online course system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty which prevents students from completing a time sensitive assessment activity, the instructor will extend the time windows and provide an appropriate accommodation based on the situation. Students should immediately report any problems to the instructor and also contact the UTD eLearning Help Desk: http://www.utdallas.edu/elearninghelp, 1-866-588-3192. The instructor and the UTD eLearning Help Desk will work with the student to resolve any issues at the earliest possible time.
Top

Technical Requirements

In addition to a confident level of computer and Internet literacy, certain minimum technical requirement must be met to enable a successful learning experience. Please review the important technical requirements on the Getting Started with eLearning webpage.
Top

Course Access and Navigation

This course was developed using a web course tool called eLearning. It is to be delivered entirely online. Students will use their UTD NetID account to login at http://eLearning.utdallas.edu. Please see more details on course access and navigation information.

To get started with an eLearning course, please see the Student eLearning Tutorials.

UTD provides eLearning technical support 24 hours a day/7 days a week. The services include a toll free telephone number for immediate assistance (1-866-588-3192), email request service, and an online chat service. The UTD user community can also access the support resources such as self-help resources and a Knowledge Base. Please use this link to access the UTD eLearning Support Center: http://www.utdallas.edu/elearninghelp.

Top

Communications & Interaction with Instructor

This eLearning course has built-in communication tools which will be used for interaction and communication. Some external communication tools such as regular email and a web conferencing tool may also be used during the semester. For more details, please visit the eLearning Tutorials webpage for video demonstrations on numerous tools in eLearning.

Instructor will communicate with students mainly using course Discussions and Messages tools. Students may send personal concerns or questions to the instructor using course Messages function. Instructor will reply to student Messages or Discussion board posts within 3 working days under normal circumstances.

Student Resources

The following university resources are available to students:

UTD Distance Learning: http://www.utdallas.edu/elearning/students/cstudents.htm

McDermott Library: Distance Learners (UTD students who live outside the boundaries of Collin**,** Dallas**,** Denton**,** Rockwall**,** or Tarrant counties) will need a UTD-ID number to access all of the library's electronic resources (reserves, journal articles, e-books, interlibrary loan) from off campus. For UTD students living within those counties who are taking online courses, a Comet Card is required to check out materials at the McDermott Library. For more information on library resources go to http://www.utdallas.edu/library/distance.html.

Student Assessments

Grading Information

ASSIGNMENTS	POINTS
Individual (75%)	
Case Studies (see below "assignments" section) (Total of 2 cases, each weighing 10 points)	20
Exam I (see below "Exams" section)	20
Exam II (see below "Exams" section)	20
Participation (see below "assignments" section) (Total of 4 discussion topics, each weighing 3.75 points)	15
Team (25%) (see below "Group Project" section)	
Team Charter and Project Outline (required for instructor's review and feedback)	5
Global Operations and Overall Strategic Business Plan	20
Total	**100**

Grading scale

95-100	A
90-94	A-
87-89	B+
83-86	B
80-82	B-
75-79	C+
70-74	C

Less than 70	F

Accessing Grades
Students can check their grades by clicking —MyGrades" on the Course Menu after the grade for each assessment task is released.

ASSIGNMENTS – The final grades will be based on the following:

1. INDIVIDUAL

   a. PARTICIPATION
Participation is based on your contributions to discussion topics that the instructor posts on **Monday** of each discussion week. There are four discussion topics/weeks. Each student will be given a grade for participation based on the quantity and quality of comments that are relevant to that week's chapter and the discussion topics posted in the "Discussions" section. Each Discussion Topic will be unavailable following its deadline at end of that week (i.e. Sunday). Please observe the relevant topics of the week, and its respective deadline to post your replies/comments accordingly. See the Course Schedule section below for the schedule of the discussion topics and forums. Timely and relevant replies/comments will count towards your participation average as much as the quantity of your comments. It is not possible for the instructor to monitor all chat sessions so these will not be counted toward your participation grade, though they may be very helpful to students in sharing thoughts and comparing ideas about the course content. Please see "**Discussion Forum Guidance Rubric**" for your reference!

   For full participation points Students are expected to:

   i. Post a substantive **original comment** (min. **300 words**) in response to the discussion topic by **Thursday** of that discussion week.
   (these **original comments** are worth **50%** of that discussion topic's participation points)

   ii. Post at least a total of **two replies** (each with minimum **150 words**) to your classmates' original comments to the discussion topic by no later than that discussion week's deadline, **Sunday.**
   (your **replies** to your classmates' original comments are worth the remaining **50%** of that discussion topic's participation points)

   Please use the discussion function to post your comments/replies regarding any particular week's "discussion topic" under that topic's own link. However, use the discussion function's "Main" topic area for any general comments/questions about the course. PLEASE DO NOT MIX THE TWO!

   b. CASES
Certain cases have been selected from the textbook. Each student is expected to upload their case study submissions by the deadline" indicated in the below agenda. These will be graded and feedback will be given to the students by the end of the following week. For your guidance, please see **Guidelines for Case Analysis**'. Also, there is a **Sample Case Analysis**' for your reference along with its **Sample Case Video**'. These guidelines and the sample video can also be found on the designated learning module page on the course site. The instructor will keep these guidelines in mind when grading.

Your **case submissions'** respective deadlines are indicated in below course schedule. These submissions will have **two sections** totaling at least three pages (minimum **1000 words**):

   i. In one page or more (minimum **300 words**), students will provide an **analysis** of each case providing their own interpretation of what the case entails and how its particulars relate to the concepts of its specific chapter.
   ii. In two pages or more (minimum **700 words**) students will **answer the questions** provided for each case. The case questions will be made available at the beginning of that case's week.

   IMPORTANT: When answering case questions, please ensure that you refer your answers to the appropriate question by numbering your answers accordingly. Hence, please do

NOT bundle your answers in one long narrative! Also, your case study submissions do not have to have a cover page.

c. **EXAMS**

There are two online exams. Each **exam** will have sixty (60) **multiple-choice questions** (3 points each) and two (2) **short essay questions** (10 points each - your answers to essay type questions should be at least 200 words or more in length. You may want to type your essay answers first using a word processor for word count and spelling check which, upon completion, you can copy and paste on to your exam site). These exams will include topics from the text. **Cases and readings will NOT be covered in the exams**. The instructor will provide a study guide broadly covering the exam topics early in the week of each exam.

Exam #1 covers **chapters 1 through 4,** and **Exam #2** is NOT comprehensive and covers only **chapters 5 through 8**. Students are required to complete these two timed online exams on the honor system. The exams will be posted on the dates marked under "Deadlines." Students will have **105 minutes** to take each exam. Students can choose to take the exam at any time over the given two-day period but will have only one chance to have access to the exam to complete it. Once you start the exam, exiting it for whatever purpose will exhaust your chance. So, please arrange your time accordingly before you start when you know you can finish it without any disturbance. The instructor reserves the right to change the system of examination and evaluation for the entire class if the honor system procedures do not function as expected.

These two exams (Exam 1 & Exam 2) will be released under the *Exams* link on the Course Menu or see the exam link under Learning Modules. You can click the exam name title to gain access to it. Read and follow the on-screen instructions for the exam. **Again**, **please note that <u>only one attempt is allowed for each exam and it is available only during the time specified</u>.** After each quiz is graded and released, you may go to My Grades page and click the score link of the quiz to view your graded submission.

2. **GROUP PROJECT**

Groups will be assigned at the beginning of the class and will be announced under *Announcements*. The instructor may also use a group sign-up sheet to form groups for group assignments or projects. Each group can use the available group tools under its own group area in the course to communicate and collaborate within the group. A web conference system is available for use. Teams can schedule a live web conference for team work. Please see **Web Conferencing page** for instructions on making a reservation and other web conference information.

<u>The instructor will assign groups of no more than 5 students who will work on the below specified assignment.</u> Also for your reference, there is a **Sample Project**' that addressed all the necessary issues properly from a previous semester. In addition, please refer to the **Formal Paper Grading Form**' in identifying guidelines to evaluate your papers regarding content style and other aspects (see ‗Others' column under ‗Optional Downloads' section of your ‗Course Content').

GROUP PROJECT GUIDELINES

- Groups are to select a foreign country (outside USA) as your overseas market and an actual (not fictitious) domestic (USA-based) company along with one of its existing products/services on which to focus your cumulative Global Strategic Business Plan Learning Team project. **Again, the company and its product/service you choose will have to be actual, not fictitious**.

  <u>The deliverables for the project will include the following Learning Team assignments:</u>
  1. **Project Outline** and **Team Charters** due in Week 5
     (These are not graded assignments but required for instructor's review and group's own guidance/timeline for their projects. You will get feedback from your instructor and 5 points for simply submitting them on time.)

2. **Global Operations and Strategic Business Plan** due in Week 10 (**finalized project**)
   (Minimum 18 pages long comprehensive paper – <u>excluding</u> cover and reference pages – each page averaging approx. 350 words)
3. **Team Evaluations** due in Week 10

*<u>(Use the following outline as a template for your **finalized** (due week 10) **written project** (see below course agenda for further particulars of each section/subsection):</u>*

- <u>Cover page</u>
- <u>Table of Contents</u>
- <u>Introduction</u>
  - o Description of organization
  - o Description of product/service
- <u>Mission statement for organization</u>
- <u>Country analysis</u>
  - o Political
  - o Economic
  - o Cultural
- <u>Risk analysis of foreign</u>
  - o Legal/regulatory risks
  - o Exchange rate and repatriation of funds risks
  - o Market (4 Ps) risks
  - o Distribution/supply chain risks
  - o Social/cultural risks
  - o Management and SWOT (strengths, weaknesses, opportunities, threats) analysis of above risks.
- <u>Entry Strategy and Operations</u>
  - o Suggested Mode of entry.
  - o Suggested Organizational structure:
    - Human Resources, Supply chain, I.T., R&D, etc
- <u>Marketing and Financial Overview of Foreign Expansion</u>
  - o Marketing mix.
  - o Capital budgeting and financial viability.
  - o Exit strategies and contingencies.
  - o Ethics issues
- <u>Conclusion</u>

<u>ALL WRITTEN ASSIGNMENT SUBMISSIONS:</u>

Assignment submission instructions: You will submit your assignments in the required MS Office file format with a simple file name and a file extension (i.e., MS Word or PowerPoint documents with "_.doc/docx" or "_ppt/.pptx" extensions, no space or special characters) by using the Assignment tool on the course site. Please see the Assignments link on the course menu or see the icon link on the designated page. You can click each assignment name link and follow the on-screen instructions to upload and submit your file(s). For additional information on how

to submit assignments, view the [Submitting An Assignment video tutorial](#). **Please note**: **each assignment link will be unavailable after the assignment deadline**. After your submission is graded, you may go to My Grades on the course menu and click the score link to check the results and feedback. For the team project assignment, one group member will submit the assignment for the group and all group members will be able to view the results and feedback once it's been graded.

Students are expected to submit papers with proper grammar and correct spelling. Misunderstanding(s) of your case analyses or projects due to spelling or grammatical errors may cause deductions in your grade. It is not the instructor's responsibility to either correct such errors or try to make sense out of comments containing such errors.

DEADLINES
Students will have till **11:55 pm** of the day of each assignment's deadline to submit their answers. **Late submissions and make-up exams are NOT allowed**. **NO EXCEPTIONS!!!**

NOTE: all of the above times/dates are as per US Central Time Zone. It is YOUR responsibility to ensure that your assignment submissions/exams are done within this time zone.

[Top](#)

Academic Calendar / Course Schedule

(For ―Lectures" (audio & slides), ―Strategy Videos", ―Supplement" (slides) and ―Sample MNE videos" listed below, please check the ―Learning Modules" section.)

WEEK	DATES	CHAPTERS, LECTURES/ MATERIALS	ASSIGNMENTS / PARTICIPATION	DEADLINES
1	May 23	• **Chapter One:** Expanding Abroad: *Motivations, Means and Mentalities* • Lecture 1 (audio and slides) • Strategy Video – Theory	• **Course Access & Self-Orientation!** • Identification of groups (by the instructor).	May 29
2	May 30	• **Chapter Two:** Understanding the International Context: Responding to Conflicting Environmental Forces • Lecture 2 (audio and slides) • Strategy Video - Practice I	• **Topic 1 - discussion**	June 05
3	June 06	• **Chapter Three:** Developing Transnational Capabilities: Building Layers of Competitive Advantage • Lecture 3 (audio and slides) • Strategy Video - Practice II	• **Case Study #1:** **Case 3-1: Marketing the "$100 Laptop" (A)**	June 12
4	June 13	• **Chapter Four:** Developing a Transnational Organization: Managing Integration, Responsiveness, and Flexibility • Lecture 4 (audio and slides) • Strategy Video - Practice III • Please review Sample MNE videos	• **Topic 2 – discussion**	June 19
5	June 20	**Group Project**	**Group Project Submission 1:** **Project Outline** and **Team Charters** (see **Group Project** section above)	June 26
6	June 27	**EXAM 1**	(Chapters 1 – 4)	July 03-04
7	July 04	• **Chapter Five:** Creating Worldwide Innovation and Learning: Exploiting Cross-Border Knowledge Management • Lecture 5 (audio and slides) • Strategy Video - Success I	• **Topic 3 – discussion**	July 10

| 8 | July 11 | • **Chapter Six:** Engaging in Cross-Border Collaboration: Managing across Corporate Boundaries
• Lecture 6 (audio and slides)
• Strategy Video - Success II | • **Case Study #2:**
<u>Case 6-2:</u> Mahindra and Mahindra Ltd. – Farm Equipment Sector: Acquisition of Jiangling Tractor Company | July 17 |
| 9 | July 18 | • **Chapter Seven:** Implementing the Strategy: Building Multidimensional Capabilities
• Lecture 7 (audio and slides)
• Strategy Video - Success III | • **Topic 4 – discussion** | July 24 |

| 10 | July 25 | • **Chapter Eight:** The Future of the Transnational: An Evolving Global Role
• Lecture 8 (audio and slides)
• Strategy Video - Success IV
• Please review Sample MNE videos

• **Group Project**: Global Operations and Strategic Business Plan

This final paper is to be based on outline/format mentioned above under **group project** section, also further detailed on the right. | • **Group Project Submission 2: Final Paper**
a. Introduction
  1) Description of organization
  2) Description of product/service
b. Mission statement for organization
c. Country analysis
  1) Political
  2) Economic
  3) Cultural
d. Risk analysis of foreign country/market
  1) Legal/regulatory risks
  2) Exchange and repatriation of funds risks
  3) Market (4 Ps) risks
  4) Distribution/supply chain risks
  5) Social/cultural risks
  6) Describe how you would manage these risks. Include a SWOT (strengths, weaknesses, opportunities, threats) analysis.
e. Strategy and Operations:
  1) Select and justify an appropriate mode of entry for your global product or service.
  2) Explain how you would manage the following organizational functions for your venture in the selected country:
    i) Human resources management (HRM)
    ii) Supply chain management
    iii) Information technology (IT)
    iv) Research and development (R&D)
f. Marketing and Financial Overview of Foreign Expansion
  1) Determine the marketing mix specific to your selected global product/service. Explain your choice of marketing mix. Prepare a marketing plan that addresses product modification, pricing, promotional programs, distribution channels, and e-business in your chosen country. Include market indicators and trends for your product or service.
  2) Create a budget and financial overview for your global venture. Prepare a financial analysis in terms of currency risk management and financing of your global operation. Use the following financial overview process:
    i) Use the sample **Capital Budgeting Microsoft® Excel® Template** to complete the following analysis.
    As a minimum, apply the following capital budgeting techniques to assess the financial viability of your project using your own numbers:
      a) Net Present Value (NPV)
      b) Internal Rate of Return (IRR)
      c) Payback Period (PB)
  3) Evaluate various exit strategies, such as divestiture of assets, handing over to joint venture partner, diversification, or shutting down operation, and contingencies for your global venture.
  4) Make recommendations for any potential ethics issues.
g. Conclusion!

• **Team Evaluations** (to be prepared individually and are needed for project grading) | Jul. 31 |
| 11 | Aug. 01 | **EXAM #2** | **(Chapters 5 - 8)** | Aug.07-08 |

Academic Integrity

The University has policies and discipline procedures regarding scholastic dishonesty. Detailed information is available on the [UTD Judicial Affairs](#) web page. All students are expected to maintain a high level of responsibility with respect to academic honesty. Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since such dishonesty harms the individual, all students and the integrity of the University, policies on scholastic dishonesty will be strictly enforced.

Course Evaluation

As required by UTD academic regulations, every student must complete an evaluation for each enrolled course at the end of the semester. An online instructional assessment form will be made available for your confidential use. Please watch for the email notification at your UTD email inbox with course evaluation access information towards the end of semester.

University Policies

The information contained in the following link constitutes the University's policies and procedures segment of the course syllabus.

Please go to http://go.utdallas.edu/syllabus-policies for these policies.

These descriptions and timelines are subject to change at the discretion of the Professor.